

DWD Lean Government Metrics
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SUMMARY

Metric	Measurement	Comment
Lean Government Projects Initiated	8 projects	<i>(See next section for project additional information)</i>
Lean Government Project scheduled to start	7 projects	<i>(See next section for project additional information)</i>
Number of Staff Trained in Lean Government	279 staff members	As of 2/11/2013 <ul style="list-style-type: none"> • Lean for Leaders training – 107 staff members • Continuous Process Improvement, Business Analysis Center of Excellence -Professional Development Session – 41 staff members • Lean Introduction and hands on process improvement training (projects) – 131 staff members
Customer Satisfaction	4.6 (1-poor, 5-excellent)	Overall satisfaction with the 4-day Lean process Value Stream Mapping session as reporting from participants.
Employee Work Environment Improvements for all Lean Government Projects undertaken	TBD	This is a new metric for DWD. We are currently developing a means to measure this for Lean Government Projects at DWD.
Reduce the cost of government	TBD	This is a new metric for DWD. Data is currently being defined and will be reported in the future.

Lean Projects:

Initiated in: FY 12 (July 2011 – June 2012)

- IT Active Directory Account Creation (IT Security)
 - This project seeks redesign the DWD IT security active directory account creation process from the account creation request through initial user login activation.

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement	New Current State	Actual Net Improvement
Lead Time	256.8 hours	85 hours	171.8 hours	TBD	TBD
Process Time	210 minutes	177 minutes	33 minutes	TBD	TBD
% Complete	7.2%	67.9%	60.7 points improvement	TBD	TBD

STATUS:

The team continues work on phase 2 of the process future state in 3 parallel tracks; active directory roles and group membership team will pilot their solution in February, the data ownership team is working on streamlining data access requests, and the automation team is working on a long-term solution that includes workflow and e-processing of security requests.

- DVR Self Employment Process
 - This project seeks to analyze and improve the process for managing the DVR Self Employment Process.

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement	New Current State	Actual Net Improvement
Lead Time	930 days	636 days	9.8 months	TBD	TBD
Process Time	734 days	528 days	7 months	TBD	TBD

% Complete and Accurate	70%	87%	17 points improved	TBD	TBD
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STATUS:

The team is actively moving toward the future state for this process and will be kicking off a follow-up VSM focusing on the Consumer Purchasing process in early 2013.

Initiated in: FY 13 (July 2012 – June 2013)

- DWD Hiring Process
 - This project seeks to HRS to re-engineer the DWD hiring process.

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement	New Current State	Actual Net Improvement
Lead Time	37 – 242 days	10.5 – 126 days	26.5 – 116 days	TBD	TBD
Process Time	1.7 – 15.6 days	2 – 14.5 days	1.1 days	TBD	TBD
% Complete and Accurate	89% excluding iterations	93.4 %	4.4 points improved	TBD	TBD
# Steps	108	56	-48%		

STATUS:

On February 7, DWD HR Manager presented a summary of the Hiring Process VSM to the Wisconsin Chapter of International Public Management Association - Human Resources (IPMA-HR). On March 1, the team will implement major HR process changes as a part of this VSM. With these changes, the number of steps for the majority of DWD hiring actions will be reduced from 108 (current state) to 56 - a 48% reduction!

- UI Fact Finding / Adjudication Process

- This project seeks to examine and redesign the UI adjudication process from the time an issue is identified through completion of fact finding.

Location	Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement	New Current State	Actual Net Improvement
Appleton	Lead Time Process Time % C/A	5-38 days 47hr 55min 74.5%	1-26 days 51hr 10min 77.2%	-4 to -12 days +4hr +2.7 points	TBD	TBD
Eau Claire	Lead Time Process Time % C/A	4-35 days 58hr 30min 74.3%		-3 to -9 days -7hr 20min +2.9 points	TBD	TBD
Madison	Lead Time Process Time % C/A	5-40 days 41hr 34min 75%		-4 to -14 days +10hr +2.2 points	TBD	TBD
Milwaukee	Lead Time Process Time % C/A	5-40 days 48hr 10min 73.7%		-4 to -14 days +3hr +3.5 points	TBD	TBD

STATUS:

As part of the VSM communication plan, the team is scheduled to present the future state vision to staff at the four adjudication centers this month. Work is ongoing to rollout the future state at each center and the team is working with management on changes to staff roles and responsibilities as the common process is rolled out in the coming weeks and unneeded/redundant tasks are phased out. Upcoming, the team will focus on creating statewide on-line training for the adjudication support process to ensure all staff is trained on the new process.

- Worker's Compensation Application for Hearing Process
 - To examine and redesign the process to set up applications for hearing on new and existing claims from the time a Hearing Application is received by Workers Compensation through the point the application is ready to be served.

Type of App.	Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement	New Current State	Actual Net Improvement
Not Prev. Litigated	Lead Time	24hr 55min–184hr 55min	16hr 30min	8hr 25min–168hr 25min	TBD	TBD
	Process Time	4hr 33min	3hr 48min	45min		
	% C/A	97.8%	98.6%	.8 points		
Prev. Litigated	Lead Time	50hr 45min–210hr 45min	11hr 30min–71hr 30min	39hr 15min–139hr 15min	TBD	TBD
	Process Time	8hr 3min	4 hr 4min	3hr 59min		
	% C/A	97.5%	97.9%	.4 points		
Not Reported	Lead Time	55hr 45min–143hr 45min	31hr	24hr 45min–112hr 45min	TBD	TBD
	Process Time	9hr 7min	6hr 46min	2hr 21min		
	% C/A	98.6%	98.3%	-.3 points		
Amended	Lead Time	50hr 45min–138hr 45min	27.5hr-35.5hr	23hr 15min–103hr 15min	TBD	TBD
	Process Time					

	% C/A	3hr 25min 99.3%	3.5hr 99.1%	-5min -.2 points		
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STATUS:

The team has several action items completed including technical upgrades identified during the VSM installed. New position descriptions have been written and the team is now working with management and staff on shifting of duties to streamline the administrative process. The team anticipates implementing the future state by May 1, 2013.

- UI Bureau of Legal Affairs Benefits Appeals Process
 - To examine and redesign the UI Benefits Appeals process from the time an appeal is received by UI Hearing Office through final decision.

Type of Application	Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement Fast Track	New Current State	Actual Net Improvement
Milwaukee	Lead Time Process Time % C/A	17-19 days 24hr (3days) 94.2%	Fast Track: 5 days 1.5 - 2 hr 95.4% Non Fast Track: 9-10 days 3.5 - 4 hr 93%	-12-14 days 21.5-22 hr +1.2 points	TBD	TBD
Eau Claire	Lead Time Process Time % C/A	13.5-15 days 12hr (1.5 days) 95.3%		- 8.5 to -10 days -10.5 – 10 hr +.1 points	TBD	TBD
Appleton	Lead Time Process Time % C/A	13.5-15 days 12.5hr (1.5 days) 95.9%		- 8.5 to -10 days -11 – 10.5 hr -.5 points	TBD	TBD

Madison	Lead Time Process Time % C/A	14.8-16.3 days 14hr (1.7 days) 94.4%		-9.8 to -11.3 days -12.5 – 12 hr +1.0 points	TBD	TBD
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STATUS:

This VSM occurred the week of January 15, 2013. The team has developed a slide show to share with the four hearing offices throughout the state to inform staff of the VSM results and future state vision. Staff reaction has been positive with many volunteering to engage in action items. The team is actively meeting with other areas of the agency to get started on IT initiatives, review staff positions regarding classifications and have already developed the framework for the “fast track” hearing process for eligible cases.

- Equal Rights Civil Rights Case Tracking Process
 - To examine and redesign the Civil Rights complaint process from origination through intake through investigation, mediation and hearing.

Process	Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement Fast Track	New Current State	Actual Net Improvement
“To Perfect” Process	Lead Time Process Time % C/A	26 days 1.5 hr 4.7 years 94%	19.75 days 32 months 94%	5 days 24 months same	TBD	TBD
Accepted Complaint Process	Lead Time Process Time % C/A	25.8 days 4.7 years 94%	20.75 days 34 months 94%	5 days 22 months same	TBD	TBD

Red Flag Process	Lead Time Process Time % C/A	24.8 days 6.8 years 92%	21.75 days 19 months 94%	3 days 5.2 years 2%	TBD	TBD
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STATUS:

The team wrapped up the Value Stream Mapping exercise on 2.7.13. The team is currently working on documenting and planning the action items identified in the VSM.

Upcoming Projects:

1. DVR Consumer Purchasing Process this VSM - occurring this week, February 12-15, 2013
2. Administrative Services Service Desk Processes - will occur February 18-22, 2013
3. Unemployment Insurance Non-Automated Claims Process - will occur April 22-25, 2013
4. DOA/DOT/DWD Facilities – targeted to occur in April
5. Worker’s Compensation Payment to Claimant - targeted to occur in April or May
6. UI Bureau of Legal Affairs Tax Appeals Process – targeted to occur in May
7. Division of Employment and Training On the Job Training (OJT) Process - TBD